

Performance Conversations: Un-Appraisals for the 21st Century

- **21st Century Management**
 - Everything has changed: Remote, 24/7/365, Internet, Gig Economy, Technology, Diversity, etc.
 - Old tools and methods no longer work
- Since 2015, there has been a performance management revolution with the likes of Accenture, Adobe, Dell, Deloitte, GAP, GE, IBM, Juniper, Kelly Services, Microsoft, New York Life, PWC, SAP and others abandoning traditional performance appraisals.
- **The Performance Conversations® method is not a performance appraisal; it is a performance improvement system.**
- **The goals of the Performance Conversations method is to help employees get better, perform better, and feel better about their work; or Empowerment, Engagement, and Encouragement**
- *The method consists of ‘a series of brief, structured conversations about the things that matter most.’*
 - Series – Planned meetings every 4 to 16 weeks
 - Brief – 20 to 30 minutes
 - Structured – prepared questions, prompts, and subjects about highest priorities
 - Conversations – two-way dialogue enabled by prepared questions
 - Discussion about what is going well, not going well, and other factors that are obstacles or opportunities.
- Five concepts support the method: Feedback, Feedforward, Frequency, Follow-up, and Familiarity
- **Feedforward** is the proactive use of feedback to visualize and create ideal future options, outcomes, or solutions. It is anticipatory adjustment. The leader and employee describe, forecast, and plan for ideal success, then work together to produce this result. “Imagine!” “What if?” “Can we try?”
- Coaching is the new metaphor and paradigm. No longer boss-employee, now coach-performer
- **Coaching = Co-Performance.** A partnership. What can the employee and supervisor do together?
- Coaches support both the professional and the person
- The leader’s role is to *Coach, Counsel, and Cheer On* the employee
- **Relationships Matter**; it’s nearly impossible to be a judge and a supporter
- **“Questions have power and utility.”**
- These professionals use questions as their basic professional tool: Doctors to diagnose, lawyers to interrogate, police to investigate, counselors to heal, journalist to gather facts, scientist to discover.
- Managers use questions to interview for jobs; we should also use them to manage and assess the work?
- Performance must be managed and coached holistically. It include **Efforts, Outcomes, & Behaviors**
 - *Efforts*: Thinking, doing, working, activities, work ethic
 - *Outcomes*: Results (good and bad), impact, achievements
 - *Behaviors*: Conduct, actions, reactions, teamwork.
- There are three techniques to put the Performance Conversations method into practice:
 - *Performance Portfolio* - gathers artifacts and examples of work for discussion
 - *Performance Questions* – Uses ‘Magnificent 7’ questions to regulate work
 - *Performance Conversations Checklist* – Comprehensive tracking and management of activities

FEEDBACK vs. APPRAISAL

Perceived Characteristics

Feedback	Appraisal
Information	Judgment, Evaluation
Ongoing, continuous	Periodic, Event-based
Daily	Annual, Semi-annual
Immediate (should be)	Retrospective
Informal	Formal
Verbal	Written
No link to pay, other	Linked to other things
Positive Connotations	Negative Connotations
Neutral Reactions	Negative Reactions

Table 15.1. Premises, Purposes, and Practices: Performance Conversations vs. Traditional Appraisals

Performance Conversations®	Traditional Appraisals
Conversation	Evaluation
Two-way dialogue	One-way communication of results or ratings
Coach	Judge
Coaching to improve	Directing
No ratings	Ratings
Future-oriented	Past-oriented
Feedback and feedforward	Feedback and constructive criticism
Co-performance	Individual performs while supervisor monitors
Partnership	Power Relationship
Efforts, Outcomes, Behaviors	Outcomes and some behaviors
Evidence and artifacts	Memory and documentation
Performance logs (employee and manager)	Supervisor's file
Check-in conversations	Annual review
Multiple thirty-minute conversations	Annual review
Real-time feedback and adjustment	End of year adjustment

Table 2.1. Coaching Continuum of Support

← Continuum of Support →			
Supervising	Coaching	Mentoring	Sponsoring
Monitoring	Helping	Guiding	Advocating
Managing	Supporting	Encouraging	Enabling
Watching	Caring	Protecting	Promoting
Employee works for Manager	Employee works with Manager	Manager works "for" Employee	Manager works on behalf of Employee
Training	Developing	Challenging	Inspiring
Drawing out	Investing	Advising	Counseling
Motivating	Inspiring	Strengthening	Championing
Authority	Partner	Sponsor	Representative (Agent)
Supervisor	Mentor	Role Model	Benefactor
Performs separately	Performs together	Manager provides exposure	Manager provides opportunities
Work relationship	Personal relationship	Confidant	Trusted Partner

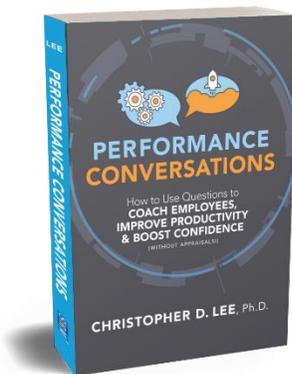


Figure 1: www.PerformanceConversations.com